

11-50-348

BRIEF FINAL REPORT ON THE SECOND YEAR  
OF OPERATIONS OF THE GEORGIA TECH BUSINESS AND INTER-  
NATIONAL EDUCATION FUNDED PROGRAM  
(1987-1988)

By

The Georgia Institute of Technology  
College of Management  
Atlanta, Georgia, 30332

November 29, 1988

(U.S. Department of Education  
Grant No. G008640562;  
Project No.: 153BH7002)

Brief Final Report on the Second  
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## Final Report on the Second Year of Operations

This is the final substantive report submitted on the program undertaken from September 1, 1987 through August 31, 1988. The first interim report was filed January 22, 1987; the second interim report was filed November 22, 1987. Reference is made to these two reports for a detailed review of all the grant components undertaken in the first grant year and in the second grant year and which were carried out in furtherance of grant program implementation.

This report focuses only on the components of the second year which were not included in the November 22, 1987 report. We include the project consultant's external review and brief report prepared August 1, 1988 after a two-day visit at the end of the Spring term 1988 (see Project Evaluator's Report, Dr. J. S. Arpan, Director of International Business Programs and James F. Kane Professor of International Business, College of Business Administration, University of South Carolina).

The attention of the reader is drawn to the original application submitted February 10, 1986 and competitively reviewed and approved by the U.S. Department of Education for detailed information on Georgia Tech's needs assessment, factors underlying the approach taken to grant implementation, community organization linkages, program objectives, and plan of operation for the balance of the second year of operation. Attention is further drawn to the amended budget for the second year and adjustments made at this time in program components.

Two major conferences were conducted in the second year of the grant:

1. "The International High Tech Challenge: Technology Opportunities in Canada" which had an attendance of some 100 participants. A copy of the program brochure, list of attendants, and evaluation sheet are attached in Appendix A.

2. "Doing Business with the Soviet Union and Eastern Europe: New Challenges in Changing Environments" held on June 29, 1988 with 240 attendants. Cooperation was obtained from The Coca-Cola Co. and Eastern Airlines, in addition to the signatory community organizations, in mounting this important event. The turnout was the largest in the Atlanta area for an international trade conference. Attached in Appendix A is the conference program, a list of participants, letter testimonials regarding the quality of the event, and the evaluation form used.

The courses for the second year of the grant included "Japanese Management and Society," "International Business Legal Transactions," "International Economics of Defense," "The Political Economy of the Common Market," and additionally (at no cost to the grant but as part of the program) "Multinational Corporations" and "The Functions of the Manager in Global Business." This latter course was taught by our International Executive-in-Residence (Mr. Richard Handal and Mr. Robert Broadwater). Appendix B includes the syllabus for these courses. Attendance in these courses was as follows in the order above: 75 students, 20 students, 40 students, 45 students, 20 students (a graduate seminar), and 20 students (a graduate seminar).

The high tech firm's questionnaires were completed and field trips done and initial results of the ongoing study based on the data inputted into the computer is attached in Appendix C. (Table 7 in particular has yielded important results in terms of optimal international market entry strategy for small high tech firms).

The relationship with our three community organizations--the State of Georgia's Department of Industry and Trade, the Advanced Technology Development Center (State's technology incubator), and the Cobb County Chamber of Commerce--was optimal. Based on an excellent first year of working together, we carried on in the second year. The community organizations went beyond the call of duty and certainly beyond what had been agreed in the community agreements signed in early

1986 in terms of time, resources and ideas contributed to the joint effort. To this day, some three months after the grant has terminated, these organizations continue their effective collaboration based on their experience under the Part B, Title VI grant which is a boon to the exporter community at large.

The external evaluator and curricular expert spent some time with us at the end of the Spring Quarter 1988. Dr. Jeffrey S. Arpan met with all the participating faculty, the Dean and others. On the basis of his interviews, review of documents and programs as well as meetings with representatives of the three community organizations and analysis of the evaluation forms for student evaluations, conference evaluations, etc., he produced a "Project Evaluator's Report," dated August 1, 1988 which is attached as Appendix D. He concluded "In my judgement, virtually all of the grant provisions were adhered to in exemplary fashion....the project was adroitly managed...etc" (see page 3.) All of the evaluator's recommendations for a post-grant followup are now being internalized and implemented.

A financial report is being filed by the Georgia Tech Office of Contract Administration (Ms. Dale Turner, Accountant, is handling this).

As a general conclusion, the two-year grant received by Georgia Tech provided the necessary impetus for the College of Management to launch an internationalization drive in regards to its faculty make-up, its curriculum, and its interface with the local and Statewide business community. All of the objectives of the grant were met and this two-year period has created a strong foundation on which to build all subsequent efforts.

## A Appendix A

### The Two Major Conferences

# The International High Tech Challenge



## Technology Opportunities In Canada

November 18, 1987  
8:30 a.m. to 6:00 p.m.

Atlanta, Georgia

We invite you to attend a seminar on the technology opportunities in Canada which is designed to provide you with information concerning marketing strategies and current opportunities in Quebec and Ontario, Canada. A number of highly qualified and respected speakers from both the U.S. and Canada will be focusing their remarks on the following industries: computer hardware and software, telecommunications electronics and aerospace.

The activities will occur at the Gwinnett Hilton. Information about current opportunities in Canada will be available at the conclusion of the seminar, during the cocktail reception.

### CONFERENCE ORGANIZERS

Georgia Tech College of Management  
Advanced Technology Development Center  
Georgia Department of Industry and Trade  
Cobb International Center

### CO - SPONSORS

Hurt, Richardson, Garner, Todd and Cadenhead  
Government of Ontario, Atlanta  
Quebec Government Office, Atlanta

### Supported By

U.S. Department of Education

3M/S691

### THE INTERNATIONAL HIGH TECH CHALLENGE TECHNOLOGY OPPORTUNITIES IN CANADA

Please enclose a check payable to:  
Georgia Economic Development Foundation

Initial Registration \$70  
Additional Attendees (x \$50) \_\_\_\_\_  
Lunch Only (x \$25) \_\_\_\_\_  
For "Service Organizations" \_\_\_\_\_  
Exhibit Space, including \_\_\_\_\_  
Conference fee and lunch (\$125) \_\_\_\_\_  
Total Check Amount \_\_\_\_\_

To better inform our speakers about the audience, please answer the following questions:

My company is currently doing business overseas. ☐ Yes ☐ No  
Where? \_\_\_\_\_

What percentage of sales are international? \_\_\_\_\_

My company's sales are: ☐ \$0-.5 million ☐ \$.25 million  
☐ \$.25-.50 million ☐ \$.50-1.00 million ☐ \$1.00+ million

My major concerns are: \_\_\_\_\_

Georgia Department of Industry and Trade

230 Peachtree Street, N.W.

Suite 650

Atlanta, Georgia 30303

MAIL TO:

ATTN: Kaline Rogers

# AGENDA

8:00 - 8:30  
REGISTRATION

8:30 - 8:40  
WELCOME AND INTRODUCTION

Geoffrey Elliot, Consul General, Canadian Consulate General

8:40 - 9:10

CANADA-USA: THE TECHNOLOGY CONNECTION

Jean Bouchard, Director General for Technology, Quebec  
Ministry of External Trade and Technological Development

9:10 - 10:25

MARKETING STRATEGIES AND OPPORTUNITIES  
IN QUEBEC

Gregory Stoloff, U.S. Foreign Commercial Service, Montreal  
Reginald P. Bourgeois, Director, Quebec Government Office,  
Atlanta

10:25 - 10:40  
BREAK

Sponsored by Quebec Government Office

10:40 - 11:55

MARKETING STRATEGIES AND OPPORTUNITIES  
IN ONTARIO

Kevin Brennan, U.S. Foreign Commercial Service, Tokyo  
Brian Donoghue, Director, Government of Ontario, Atlanta  
Keith McGruer, Ottawa-Carleton Economic Development  
Corporation

11:55 - 1:45

LUNCHEON WITH CASH BAR  
IMPLICATIONS OF THE U.S. - CANADA  
FREE TALKS FOR HIGH TECH TRADE

Alex Curran, President, Telecommunications Research  
Institute of Ontario and Canada's First High Tech Person of  
the Year

2:00 - 3:15

DOING BUSINESS WITH CANADA: COMPARATIVE  
BUSINESS PRACTICES

Daniel McRae, Hurt, Richardson, Garner, Todd  
and Cadenhead  
Phil T.M. Erickson, Northern Telecom, Ltd.

3:15 - 3:30  
BREAK

Sponsored by Government of Ontario

3:30 - 3:45

ALTERNATIVES TO DIRECT EXPORT  
Bruce Motta, Canadian Consulate General

3:45 - 4:45

INTERACTIVE SESSION:  
SUCCESS STORIES/QUESTIONS AND ANSWERS

John Herndon, Theragenics, Inc.  
Charles H. McCorvey Sr., AOE International  
Gary Robertson, The Software Link, Incorporated  
Moderator: John McIntyre, Georgia Institute of Technology

4:45 - 5:00

SUMMARY

John Boothby, Georgia Department of Industry and Trade

5:00 - 6:00

COCKTAIL RECEPTION

During this time information on potential opportunities in  
Canada will be available.  
Sponsored by Hurt, Richardson, Garner, Todd and Cadenhead

Moderator: Dennis Fritsch, Cobb International Center



1987

# CONFERENCE DETAILS

Target Audience: Key Executives from Hardware, Software  
Telecommunications, Electronics and  
Aerospace Companies interested in doing  
business with Canadian firms.

Date: Wednesday, November 18, 1987

Time: 8:00 a.m. to 8:30 p.m. Registration  
8:30 a.m. to 5:00 p.m. Conference  
11:55 a.m. to 1:45 p.m. Luncheon  
5:00 p.m. to 6:00 p.m. Reception

Location: Gwinnett Hilton  
5993 Peachtree Industrial Blvd.  
Norcross, Georgia 30092

Directions: Exit from I-285 at Peachtree Industrial  
Blvd. Go north 3 miles and it will be on  
the left, one block past Holcomb Bridge  
Road

Cost: \$70 per person, \$50 for each additional  
person from same company

How to Register: Complete the enclosed registration form.  
Check should be made payable to:  
Georgia Economic Development  
Foundation

And Mail Registration Form and Check to:  
Georgia Dept. of Industry and Trade  
230 Peachtree Street  
Suite 650  
Atlanta, Georgia 30303  
Attn: Kathie Rogers

Hotel  
Reservations: Please call the Gwinnett Hilton directly  
at (404)447-4747  
Ask for the special conference rate for  
the "International High Tech Challenge."

Lunch Only  
Option: For persons unable to attend the entire  
conference but interested in attending the  
noon luncheon, the cost is \$25. Complete  
the attached registration and check  
Luncheon Only.

For Information: Call (404)656-6207  
The Georgia Department of Industry  
and Trade

# THE INTERNATIONAL HIGH TECH CHALLENGE TECHNOLOGY OPPORTUNITIES IN CANADA

8:30 a.m. - 6:00 p.m.  
Noon Luncheon  
Gwinnett Hilton

November 18, 1987

☐ Yes, I'll attend the conference  
☐ Yes, I'll attend the luncheon only

☐ Yes, the following will also attend

Full Conference  
Luncheon Only

Name \_\_\_\_\_  
Title \_\_\_\_\_  
Company \_\_\_\_\_  
Address \_\_\_\_\_  
City/State \_\_\_\_\_  
Zip \_\_\_\_\_

Name \_\_\_\_\_  
Title \_\_\_\_\_  
Name \_\_\_\_\_  
Title \_\_\_\_\_  
Name \_\_\_\_\_  
Title \_\_\_\_\_



INTERNATIONAL HIGH TECH CHALLENGE  
OPPORTUNITIES IN CANADA  
NOVEMBER 18, 1987  
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**DOING BUSINESS WITH THE SOVIET UNION  
AND EASTERN EUROPE:**

**New challenges in  
changing environments**

**AGENDA**

**The Ritz-Carlton Hotel**

**June 29, 1988**

**Atlanta, Georgia**

**Conference Organizers:**

Center for East-West Trade Policy, University of Georgia  
The Georgia Institute of Technology  
The Advanced Technology Development Center  
The Atlanta Chamber of Commerce  
Cobb International Center  
Georgia Department of Industry and Trade

**Supported by:**

U.S. Department of Education

**Sponsored by:**

The Coca-Cola Company  
First Union National Bank of Georgia  
Ernst & Whinney  
Powell, Goldstein, Frazer & Murphy  
Eastern Airlines

## **Agenda**

8:00-8:45

### **Registration**

8:45-8:50

### **Welcome and Introduction**

George Berry, Commissioner, Georgia Department of Industry and Trade

8:50-9:10

### **The Evolving State of U.S.-Soviet Trade Relations**

Oleg Kozhevnikov, Trade Representative (Minister Commercial) of the USSR in the USA

Introduced by:

Amb. Martin J. Hillenbrand, Dean Rusk Professor of International Relations, University of Georgia

9:10-10:25

### **Panel I: The Changing Environments of East-West Trade**

Sarah Carey, Partner, Heron, Bruchette, Ruckert & Rothwell, Washington, D.C.

Thomas Naylor, Professor, Fuqua School of Business, Duke University

Franklin J. Vargo, Deputy Assistant Secretary for Europe, U.S. Department of Commerce

Moderator: Gary K. Bertsch, Co-Director, Center for East-West Trade Policy, University of Georgia

10:25-10:40

### **Break**

10:40-11:55

### **Panel II: New Forms and Issues Surrounding Trade and Technological Relations**

Fruzsina Harsanyi, Vice President for Government Affairs, Combustion Engineering, Inc.

John Kiser, III, President, Kiser Research, Inc.

Dimitry A. Solovykh, Deputy President, U.S.-U.S.S.R. Trade and Economic Council

Moderator: Robert Broadwater, former Senior Executive Vice President, The Coca-Cola Company

11:55-1:50

**Luncheon and Keynote Address:**

Donald R. Keough, President and Chief Operating Officer, The Coca-Cola Company

Introduced by:

H. Dean Propst, Chancellor, University System of Georgia

2:00-3:15

**Panel III: Impediments to East-West Trade**

Sue Eckert, Senior Staff Consultant, Subcommittee on International Economic Policy and Trade, U.S. House of Representatives

Arthur Downey, Partner, Sutherland, Asbill & Brennan, Washington, D.C.

R. Roger Majak, Manager, Federal Governmental Affairs, Tektronix, Inc.

Moderator: John R. McIntyre, Georgia Institute of Technology

3:15-3:30

**Break**

3:30-4:45

**Panel IV: Business Perspectives on East-West Trade**

Robert J. Carbonell, Vice Chairman, RJR Nabisco, Inc.

D.B. Cofer, Executive Vice President, Southwire Company

John Dwyer, President, Merrick Engineering/Talley Industries

Moderator: Sidney Topol, Chairman of the Board, Scientific-Atlanta

4:45-5:00

**Closing**

George Busbee, former Governor of Georgia and Partner, King & Spalding, Atlanta, Georgia

5:00-6:00

**Reception**

## Participants

**George Berry** is Commissioner of the Georgia Department of Industry and Trade. He has over 20 years experience in public service, previously working in the City of Atlanta's Finance Office, the Office of the Mayor, and Hartsfield Atlanta International Airport.

**Oleg V. Kozhevnikov** is the Soviet Union's chief trade representative in the U.S.A. He has many years of experience in international trade, serving in the Soviet Ministry of Foreign Trade where he headed the Legal and Treaty Department.

**Martin J. Hillenbrand** is Dean Rusk Professor of International Relations and Co-Director of the Center for East-West Trade Policy at the University of Georgia. He is a former State Department official whose appointments included Ambassador to Hungary, Assistant Secretary of State for European Affairs, and Ambassador to the Federal Republic of Germany.

**Sarah Carey** is a legal expert on joint ventures and served as outside counsel on the first three registered U.S.-Soviet joint ventures. She runs a roundtable for U.S. corporations negotiating joint ventures in the U.S.S.R. She is also a member of the U.S.-U.S.S.R. Trade and Economic Council's Legal Committee and the American Bar Association's Soviet and East European Law Committee.

**Thomas H. Naylor** is Professor of Economics and Business Administration at Duke University. He travels frequently to the Soviet Union and has recently published a provocative analysis of the Soviet Union in the age of glasnost entitled The Gorbachev Strategy: Opening the Closed Society.

**Franklin J. Vargo** is Deputy Assistant Secretary for Europe in the Department of Commerce and is responsible for U.S. policies governing trade with the Soviet Union and Eastern Europe. He has recently returned from high-level meetings in Moscow.

**Gary K. Bertsch** is Professor of Political Science and Co-Director of the Center for East-West Trade Policy at the University of Georgia. He is an expert on U.S. East-West trade policy and testifies before congressional committees on U.S. trade and international economic issues.

**Fruzsina Harsanyi** is Vice President for Government Affairs for Combustion Engineering, Inc. which signed the first American joint venture agreement with the Soviet Union last fall. She is a past chairman of the Washington Export Council.



**John W. Kiser, III** is President of Kiser Research, Inc. and a leading expert on Eastern bloc technological capabilities. He has been involved in East to West technology transfer for a number of years and has negotiated joint ventures to acquire Eastern technology.

**Dimitry A. Solovykh** is Deputy President of the U.S.-U.S.S.R. Trade and Economic Council. He has held a variety of positions in Soviet foreign trade companies, and was Senior Vice President of Amtorg Trading Corporation in New York City from January 1983 to June 1986.

**Robert J. Broadwater** is Executive-in-Residence at the Georgia Institute of Technology. As a former senior executive with The Coca-Cola Company he has considerable experience in doing business with the Soviet Union. He negotiated contracts with Soviet Foreign Trade Organizations that made it possible for Coca-Cola to enter the Soviet Union and helped develop plans to market the company's products there.

**Donald R. Keough** is President, Chief Operating Officer, and a director of The Coca-Cola Company. He is a member of the Board of Directors of the U.S.-U.S.S.R. Trade and Economic Council. The Coca-Cola Company has done business in Eastern Europe since 1966 and in the Soviet Union since 1979.

**H. Dean Propst** is Chancellor of the University System of Georgia. He serves on the Southern Regional Education Board, the Board of Directors of the Georgia Public Television Commission, and numerous other professional and public organizations.

**Sue Eckert** is a senior staff consultant on the House Foreign Affairs' Subcommittee on International Economic Policy and Trade. She is the Subcommittee's specialist on the Export Administration Act and U.S. export control policy.

**Arthur T. Downey** is a partner in the Atlanta/Washington law firm of Sutherland, Asbill & Brennan. He is a member of the President's Export Council's Subcommittee on Export Administration and the U.S. Chamber of Commerce's International Policy Subcommittee. In government, he served in the State Department, the National Security Council, and the Department of Commerce. At Commerce, he was the Deputy Assistant Secretary for East-West Trade, responsible for East-West trade policy, including export control and enforcement.

**R. Roger Majak** is Manager of Federal Affairs for Tektronix, Inc. and a former Staff Director of the House Foreign Affairs' Subcommittee on International Economic Policy and Trade. He is an expert on U.S. policy governing trade with the Soviet Union and Eastern Europe.

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**DOING BUSINESS WITH THE SOVIET UNION  
AND EASTERN EUROPE:  
NEW CHALLENGES IN CHANGING ENVIRONMENTS**

June 29, 1988  
8:00 a.m. to 6:00 p.m.  
The Ritz-Carlton Hotel  
Atlanta, Georgia

**EVALUATION FORM**

To help us determine the effectiveness of the Doing Business With the Soviet Union and Eastern Europe Seminar, please fill out this evaluation form and return it to the seminar registration table or mail it to John R. McIntyre, Ph.D., College of Management, Georgia Tech, Atlanta, Georgia 30332.

Background Information (optional)

Name \_\_\_\_\_ Title \_\_\_\_\_

Organization \_\_\_\_\_

Seminar Sessions

Were the topics appropriate to the seminar? Yes \_\_\_\_ No \_\_\_\_

Were there major issues that were not covered, and if so what?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

How would you rate the following sessions?

MORNING SESSIONS:

Panel I: The Changing Environments of East-West Trade

	<u>Excellent</u>	<u>Good</u>	<u>Poor</u>
Relevancy of Information to your company.	_____	_____	_____
Presentation.	_____	_____	_____

Comments \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Panel II: New Forms and Issues Surrounding Trade and Technological Relations

	<u>Excellent</u>	<u>Good</u>	<u>Poor</u>
Relevancy of Information to your company.	_____	_____	_____
Presentation.	_____	_____	_____
Comments	_____		
	_____		
	_____		

AFTERNOON SESSIONS:

Panel III: Impediments to East-West Trade

	<u>Excellent</u>	<u>Good</u>	<u>Poor</u>
Relevancy of Information to your company.	_____	_____	_____
Presentation.	_____	_____	_____
Comments	_____		
	_____		
	_____		

Panel IV: Business Perspectives on East-West Trade

	<u>Excellent</u>	<u>Good</u>	<u>Poor</u>
Relevancy of Information to your company.	_____	_____	_____
Presentation.	_____	_____	_____
Comments	_____		
	_____		
	_____		

WERE YOU GENERALLY PLEASED WITH THE SEMINAR? YES \_\_\_\_\_ NO \_\_\_\_\_

Comments \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

LOGISTICS:

Were the facilities generally acceptable? Yes \_\_\_\_ No \_\_\_\_

Specifically, were you satisfied with:

Meeting room Y\_\_ N\_\_ Reception Y\_\_ N\_\_

Luncheon Y\_\_ N\_\_ Seminar Location Y\_\_ N\_\_

THANK YOU FOR PARTICIPATING IN THIS CONFERENCE.



**UNITED STATES DEPARTMENT OF COMMERCE  
International Trade Administration**

District Office  
1365 Peachtree Street, N.E., Suite 504  
Atlanta, Georgia 30309

June 30, 1988

Professor John R. McIntyre  
International Business Program Director  
Georgia Tech  
College of Management  
Atlanta, Georgia 30332

Dear Dr. McIntyre:

I want to compliment you and the Conference Organizers on a superb conference yesterday at the Ritz-Carlton. Having been involved in and having attended a few seminars in my career, I must say that this was one of the best!

You are also to be commended for promoting the idea of exporting to the Soviet Union and Eastern Europe at a crucial juncture for both the U.S. and the USSR.

Again, our congratulations to you.

Sincerely,

George T. Norton, Jr.  
Director

cc: Gary K. Bertsch



# *Coca-Cola International*

C. M. HALLE  
PRESIDENT

P. O. DRAWER 1734  
ATLANTA, GA. 30301  
(404) 676-2254

July 13, 1988

Dr. John R. McIntyre  
Associate Professor and Project Director  
International Business in Technology  
College of Management  
Georgia Institute of Technology  
Atlanta, Georgia 30332-0520

Dear John:

Congratulations on making the East-West Trade Conference in Atlanta the success it was. We at Coca-Cola were proud to play a part in this endeavor.

Let's try and bring more events like this to our city. The business community tends to benefit as much as academia.

With all best wishes and kind regards,

Sincerely,

CMH/dm



## Appendix B

### Course Material

Georgia Institute of Technology  
International Legal Business Transactions  
Winter Quarter, 1988  
Powell, Goldstein, Frazer & Murphy  
35 Broad Street, N.W.  
Atlanta, Georgia 30335  
(404) 572-6654

I. Prerequisites:

None.

II. Catalog Description of Course:

A survey of international business law with emphasis on a realistic appreciation of its role in international business transactions, especially protection and transfers of technology. Topics include Exporting, Foreign Agents and Distributors, Obtaining and Licensing Technology, Establishing Foreign Joint Ventures, International Taxation, U.S. Trade Remedies, and Overview of the Japanese Legal System.

III. Objectives:

The objectives of this course are to provide students with (a) an introduction to international business law, (b) an opportunity to apply the law to several concrete problems and (c) since most of the students are studying law for the first time, an appreciation of the nature and function of law in our society and in the world.

IV. Method of Instruction:

The first half of the quarter will be devoted to an introduction to international law, using a standard text. Primary emphasis will be upon lectures and class discussions; recitals by students; questions and comments by instructor and students; and explanations by the instructor. This part of the course will introduce the student to traditional concepts of international law.

The latter half of the course will be devoted to the consideration of special problems in private international law having a particular interest for and impact upon businessmen engaged in international trade and commerce. There will be a midterm on the tenth class meeting and a final.

V. Text:

Folsom, Gordon & Spanogle, International Business Transactions (St. Paul, Minnesota: West Publishing Company, 1986)

VI. Course Outline and Assigned Readings:

1st Class - 1/5 - (pages 1-29)

- A. Role of Law and the Lawyer in International Transactions

2nd class - 1/7 - (pages 284-344)

- B. The Resolution of International Disputes

3rd Class - 1/12 - (pages 345-375)

- C. Enforcement of Foreign Judgments

4th Class - 1/14 - (pages 32-81)

- D. Export Sales Agreements

- 1. Basics
- 2. What Law

5th Class - 1/19 - (pages 82-171)

- 3. Commercial Terms & Insurance
- 4. War
- 5. Bill of Lading

6th Class - 1/21 - (pages 172-256)

- E. Financing the International Trade of Goods

7th Class - 1/26 - (pages 378-432)

- F. Tariffs

8th Class - 1/28 - (pages 433-494)

G. Non-Tariff Trade Barriers

9th Class - 2/2 - (pages 495-592)

H. Responses of Domestic Producers to Import Competition

10th Class - 2/4 -

I. Midterm

11th Class - 2/9 - (pages 594-659; 1126-1147)

J. Restrictions on Exports

12th Class - 2/11 - (pages 662-694)

K. Franchising & Trademark Licensing

13th Class - 2/16 - (pages 695-742)

L. Piracy & Protection of Intellectual Property

14th Class - 2/18 - (pages 724-769)

M. Transfer of Technology to Less Developed Country

15th Class - 2/23 - (pages 772-825)

N. Investment and Joint Ventures

16th Class - 2/25 - (pages 826-851)

O. Transnational Aspects of Income Taxation

1. Bases for Income Taxation

P. Outbound Transactions - Tax Planning - Pogo Handout

1. FSC
2. Personal Tax Planning
3. Industrial Investment - Subpart F

Q. Inbound Transactions - Tax Planning - Pogo Handout

1. Federal
  - a. Personal Tax Planning
  - b. Passive Investment
  - c. Industrial Investment
2. State
  - a. Local Taxes
  - b. Unitary Taxation

17th Class - 3/1 - (pages 910-978)

R. Doing Business in the EEC

18th Class - 3/3 - Pogo Handout

S. Immigration

19th Class - 3/8 - Pogo Handout

T. Overview of the Japanese Legal System

20th Class - 3/10 -

U. Brief Review of Course

The class will be conducted such that students will be expected to do all assigned readings. If readings have been obviously not done, then the student will not be allowed to participate in discussions.

Prepared students may ask questions at time and will be asked questions as well.

GEORGIA INSTITUTE OF TECHNOLOGY  
School of Social Sciences

POL 3270-A/TASP 8123-E  
Political Economy of Western Europe

David Ray  
Spring, 1988  
T,Th - 9:30

TEXTS: Mark Kesselman, et al., EUROPEAN POLITICS IN TRANSITION (1987)  
Anne Daltrop, POLITICS AND THE EUROPEAN COMMUNITY (2nd ed., 1986)

In addition to these two texts, students are required to read the following essays or excerpts. Copies of these readings will be available for purchase at Kinko's in the Bookstore Mall after April 5th.

- Reading #1, Loukas Tsoukalis, "Money and the Process of Integration"  
Reading #2, Joan Pearce, "The Common Agricultural Policy: the Accumulation of Special Interests"  
Reading #3, Helen Wallace, "Distributional Politics: Dividing up the Community Cake"  
Reading #4, Alan Dashwood, "Hastening Slowly: the Community's Path towards Harmonization"  
Reading #5, Roy Gibson, "Aerospatial Cooperation: the European Space Agency"  
Reading #6, "Europe: They've Designed the Future, and It Might Just Work," from The Economist, 12-19 February, 1988

COURSE REQUIREMENTS: There will be two midterm exams (scheduled for April 19 and May 12) and a final exam (during the week of June 6 to 10). The exams will be part essay and part short-answer questions.

OPTIONAL PAPER: For students who wish to do so, there is a short paper option (5 to 7 typed pages). Topics will be suggested in class on April 21, and the paper will be due on May 26th. The optional paper may be substituted for either the second midterm or the final, or it may be counted as a fourth component of the grade, at the student's discretion.

COURSE GRADES: In computing final grades, the requirements will be weighted equally. (There are three or four requirements, at the student's discretion.)

OFFICE HOURS: Tuesdays, 12 noon to 1 PM, and Thursdays, 2:30 to 3:30. Also by appointment, at any time which is mutually convenient.

GRADUATE STUDENTS: Graduate students will also have to read excerpts from Margaret Sharp, ed., EUROPE AND THE NEW TECHNOLOGIES: SIX CASE STUDIES IN INNOVATION AND ADJUSTMENT

COURSE SCHEDULE AND READING ASSIGNMENTS

POL 3270-A/TASP 8123-E

March 29: Introduction to the Course  
March 31: Kesselman, pp. 2-42  
April 5: Kesselman, pp. 44-82  
April 7: Kesselman, pp. 84-121  
April 12: Kesselman, pp. 128-164  
April 14: Kesselman, pp. 166-224  
April 19: FIRST MIDTERM EXAMINATION  
April 21: Kesselman, pp. 228-268  
April 26: Kesselman, pp. 269-314  
April 28: Kesselman, pp. 320-401  
May 3: Kesselman, pp. 403-445  
May 5: Kesselman, pp. 452-492  
May 10: Kesselman, pp. 494-545  
May 12: SECOND MIDTERM EXAM  
May 17: Daltrop, Parts I and II  
May 19: Daltrop, Parts III and IV  
May 24: Readings #1 and #2  
May 26: Daltrop, Part V and Reading #3  
OPTIONAL PAPER DUE IN CLASS ON THIS DATE  
May 31: Readings #4 and #5  
June 2: Reading #6  
  
June 6 to June 10: FINAL EXAM (Exact date to be announced)

Georgia Institute of Technology

MAN 4803 F/MAN 8403J  
POL 4956  
T, Th: 8:00-9:25

JAPANESE MANAGEMENT AND SOCIETY:  
What Lessons To Be Learned?

SPRING 1988  
Syllabus

Dr. John R. McIntyre  
O: X-46844/X44379  
H: 261-1231  
Office: COM 334, T & Th 9:30-12  
and 1:30-2:00 on teaching days

Dr. Cedric Suzman  
O: 261-5763  
H: 233-0266  
Office: COM 334, T & Th  
9:30-10:00 on teaching days

Course descriptions and objectives: This course is an introduction to the practice and theory of Japanese management in the broader context of the historical socio-economic system. It is taught from a Western perspective and reflects Western values biases. It will focus on the managerial and commercial achievements of Japan as a world economic power with respect, among others, to the human, technical and production management systems. The reasons for the perceived Japanese successes in innovation, high technology, product development, and international trade in the post World War II period will be analyzed. Future trends and the applicability of the Japanese lessons for the United States and the West, more generally, will be considered. The course is based on lectures, selected readings, films, case analyses and guest speakers.

The course is team taught and multidisciplinary, thus offering students the benefit of the instructors' diverging training and experience. The course is part of a U.S. Department of Education International Business Education grant to promote the teaching of international business-related courses at Georgia Tech.

Required Readings:

- Ardath W. Burks, Japan: A Postindustrial Power (Boulder, CO: Westview Press, Second Updated Ed., 1984).
- James C. Abegglen and George Stalk, Jr., Kaisha, The Japanese Corporation, New York, N.Y.: Basic Books, Inc., 1985).
- Kinko's Reprints, available to at Kinko's next to Bookstore.

Please note that students should learn to prioritize their readings. The instructors have tried to offer you the best and most comprehensive set of materials. It is your responsibility to read and use it to best advantage.

Course Requirements and Grades:

1. One take-home mid-term examination (essay-oriented): 30%
2. One take-home case study: 30% Due May 17, to turn in in class
3. In-class Final Exam (two parts: short answers and one essay): 40% on June 2, last day of classes.

Grading Scale: A: 100-90; B: 89-80; C: 79-70; D: 69-60; below 60: F.

Both instructors encourage students to meet with them during the quarter. Feel free to call!

TOPICS AND ASSIGNMENTS

DATE	INSTRUCTOR	TOPIC(s)	ASSIGNMENT(s)
29 March	McIntyre	Introduction to the Course; overview of Jap. society and culture; has Japan "overtaken" the West?	1. Burks, Chapters 1, 3, and 8 2. Kinko's, Marengo, "Learning from the Japanese"
31 March	McIntyre	An Overview of History, Politics, and Institutions	1. Burks, Chapters 2, 4, and 5
5 April	Suzman	The Japanese Economy	1. H. Patrick, "The Jap. Economy," from SCIS Papers II 2. Kaisha, Chapters 1 & 2 3. "Survey of Japan," <u>The Economist</u> 4. "Japan's Industrial Policy" in <u>Tokyo Fin. Rev.</u> , Oct. 83.
7 April (President's Inaugural: 10:30-12)	Suzman	Industrial Structure & Strategy	1. Kaisha, Chapter 3 2. "The Triad World View," K. Ohmae 3. "Survey of Japan," <u>The Economist</u> , pp. 15-20. CASE: Picard Printing Products (A)
12 April	McIntyre	Japan & U.S. Contrasted: Learning from Each Other	1. Howard and Teramoto, "Japanese vs. Western Management." 2. C. Clarke, "In America Under Japanese Management: Two Cultures" 3. Burks, Chapter 8.



DATE	INSTRUCTOR	TOPIC(s)	ASSIGNMENT(s)
14 April	McIntyre	The Japanese Company: Management Style and Organizational Dynamics	1. Kaisha, Chapter 8 2. M.Y. Yoshino, "Notes on the Japanese Man. System" 3. W. G. Ouchi, "Organizational Paradigms"
19 April	Suzman	Manufacturing Methods and Productivity	1. Kaisha, Chapters 4 & 5 2. "Why Jap. Factories Work" by Robert Hayes 3. E. Cole, "The Japanese Lesson in Quality"
21 April	Suzman	Innovation and Technological Leadership	1. Kaisha, Chapter 6 2. "The Titans of High Tech, Japan the U.S.: A Survey," The Econ. 3. "Venture Capitalists: Japanese Start Buying U.S. Firms..."
26 April	McIntyre	Government-Business-Labor-Bank Relations: The Dynamics of Socio-Political Stability	1. Burks, Chapters 5 & 6 2. Gibney, pp. 87-102 3. Gibney, pp. 132-146 4. Kaisha, Chapter 7 (if time all)
April 28	McIntyre	The Sogo Shosha	1. Y. Tsurumi, <u>Sogo Shosha</u> , pp. 1-
LAST DAY TO DROP: APRIL 29			
3 May	Suzman	Negotiating with the Japanese (Guest: Robert Broadwater)	1. Graham and Sano, "The Japanese Negotiating Style" 2. Y. Tsurumi, "Successful Negotiation of Joint Ventures" 3. "Getting on the Japanese Wave-Length," by M. Zimmerman CASE: PICARD PRINTING PRODUCTS (B)
5 May	McIntyre	Western Firms with Japanese Style Management	1. S. P. Sethi, et al., "Intro to Jap. Man. Techniques Into the U.S.: The Case of Am. Cos."
10 May	Suzman	Entering the Japanese Market (possible guest: D. Milton)	1. "Direct Foreign Investment in Japan" Booz, Allen & Hamilton 2. Kaisha, Chapter 9 3. "Japan Buys the World," The Econ.
12 May	McIntyre	Japan's International Economic and Trade Relations In Perspective	1. G. R. Packard, "The Coming U.S.-Japan Crisis" 2. C. F. Bergsten and W. R. Cline "Introduction" to U.S.-Japan Economic Problems 3. C. Johnson, "How to Think About Economic Competition from Japan"
17 May	Suzman	Case Discussion and Analysis <u>Case: Fried Chicken in Japan</u>  <u>Written Assignment Due in Class</u>	1. "Who Says you Can't..." V. Alden 2. "Inside Japan's 'Open Market'" from Fortune 3. "Marketing in Japan" WSJ 4. "Winners in the Jap. Market" from Japan Times
19 May	Suzman	Japanese Investment in the West	1. Kaisha, Chapters 10 and 11 2. "Japan, USA," Business Week 3. "Joint Ventures with Japan Give Our Future Away," by R. Reich
24 May	Suzman	Case Discussion or Visiting Speaker (To Be Announced)	
26 May	McIntyre	Japan's Future Choices: Domestic and International Challenges	1. P. Drucker, "Japan's Choices" 2. E. F. Vogel, "Pax Nipponica?" 3. Burks, Chapter 7

McIntyre/Suzman  
Page 3  
Topics and Assignments  
Continued

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31      Suzman      Restructuring Japan  
May

1. "Shedding the Shackles of Success  
Saving Less for Japan's Future"  
K. Yamamura
2. "The Report of the Advisory  
Group on Econ. Structural  
Adjustment for Intl Harmony"  
(Maekawa Report, 1986)
3. "Japan's Comeback Plan," J.  
Dreyfus and "The Post-Hirohito  
Century," The Economist.

2      McIntyre      FINAL EXAM IN CLASS  
June

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Political Science 4875B: Defense Economics

Professor Linda P. Brady  
Office 302 D.M. Smith

Winter 1988  
Phone: 894-3195

Office Hours: Mon, Wed, Fri afternoons, or by appointment

I. Focus of the Course

This course examines in detail the U.S. defense planning, programming and budgeting system, problems of weapons acquisition, other procurement and contingency contracting, recent organizational reforms within the Department of Defense (to include the 1986 Department of Defense Reorganization Act), and defense burdensharing.

II. Required Texts

Richard A. Stubbing (with Richard A. Mendel). The Defense Game. New York: Bessie/Harper and Row, 1986.

Jacques S. Gansler. The Defense Industry. Cambridge, MA: MIT Press, 1980.

Robert J. Art, Vincent Davis and Samuel P. Huntington (eds.) Reorganizing America's Defense: Leadership in War and Peace. Washington, D.C.: Pergamon-Brassey, 1985. (Referred to as ADH in the syllabus.)

III. Course Requirements

Students are expected to keep up with the assigned reading and participate in class discussions. There will be two quizzes during the quarter and a final examination. Each quiz will be worth 25 percent and the final examination will be worth 50 percent of the student's final grade.

IV. Course Outline and Assignments

<u>Date</u>	<u>Topic</u>	<u>Readings</u>
INTRODUCTION		
January 6	Problems of Defense Economics	-----
January 8	Overview of the U.S. Defense Budget	Stubbing, Ch. 2
WEAPONS ACQUISITION AND THE DEFENSE INDUSTRY		
January 11	Defense Industry and the U.S. Economy	Gansler, Intro and Ch. 1-2
January 13	Characteristics of the Defense Market	Gansler, Ch. 3

<u>Date</u>	<u>Topic</u>	<u>Readings</u>
January 15	Overview of the Weapons Acquisition Process	Stubbing, Ch. 9-11
January 18	HOLIDAY	-----
January 20	The Source Selection Process	-----
January 22	Negotiating Contracts	-----
January 25	Measuring Performance and Providing Incentives	-----
PROBLEMS AND CASES IN THE DEFENSE INDUSTRY		
January 27	Research and Development Industrial Mobilization	Gansler, Ch. 4 Gansler, Ch. 5
January 29	Subcontractors and Parts Suppliers	Gansler, Ch. 6
February 1	Aircraft and Shipbuilding Industries	Gansler, Ch. 7-8
February 3	The Defense Industry: Is Reform Possible?	Gansler, Ch. 9-10 and Ch. 12
February 5	TEST	-----
MANAGING THE DEFENSE ESTABLISHMENT		
February 8	Organizational Overview	ADH, pp. 149-167, 207-229 and 230-254 Stubbing, Ch. 14
February 10	Secretaries of Defense: Robert McNamara	Stubbing, Ch. 15
February 12	Secretaries of Defense: Melvin Laird and James Schlesinger	Stubbing, Ch. 16 and 17 ADH, pp. 255-274
February 15	Secretaries of Defense: Harold Brown and Caspar Weinberger	Stubbing, Ch. 18 and 19
THE DEFENSE BUDGET PROCESS		
February 19	Planning, Programming and Budgeting	Stubbing, Ch. 4 ADH, pp. 359-380

<u>Date</u>	<u>Topic</u>	<u>Readings</u>
February 22	Role of the Military Services and the Joint Chiefs of Staff	Stubbing, Ch. 6-8 ADH, pp. 275-358
February 24	Role of the Congress and Recent Reform Efforts	Stubbing, Ch. 5 ADH, pp. 405-428
February 26	TEST	-----
SPENDING DEFENSE DOLLARS MORE EFFICIENTLY		
February 29	Assessing the Threat	Stubbing, Ch. 1
March 2	Military Payroll and Manpower Requirements	Stubbing, Ch. 12 and 13
March 4	Coalition Defense and Alliance Burdensharing	ADH, pp. 62-107 and pp. 136-148
March 7	Contingency Contracting: Europe	-----
March 9	Contingency Contracting: The Persian Gulf	-----
March 11	Summary and Conclusions	Stubbing, Ch. 20

MULTINATIONAL CORPORATIONS  
MGMT 6180A  
SPRING QUARTER 1988

I. INSTRUCTOR

Instructor: Dr. Amelia A. Chesney  
Office: College of Management, Room 329  
Telephone: 894-4373  
Office Hours: TU TH 11-12:00 and by appointment  
Philosophy: The professor intends that the course provide you not only with a strong theoretical and conceptual background but with an applied understanding of international business.

II. TEXT

- A. Robock, S.H. and Simmonds, K. International Business and Multinational Enterprises, 3rd ed., Homewood, IL: Irwin, 1983.
- B. Selected cases and articles.
- C. Recommended: Power, D.J., Gannon, M.J., McGinnis, M.A. and Schweiger, D.M. Strategic Management Skills, Addison-Wesley, 1986.

III. THE COURSE

A. DESCRIPTION

The course is intended to serve as an introduction to International Business. It will use the seminar format with emphasis on discussion and the inclusion of several knowledgeable guest speakers. The class will learn how a multinational firm acts strategically to ensure its survival and profitability. Several international cases will be analyzed. The objectives of the course are:

- 1. To understand the technology, history and operations of international business.
- 2. To acquire an applied understanding of the workings of international business.

B. TOPICS

- 1. International Trade.
- 2. Forecasting for the Multinational Firm.
- 3. International Law: Licensing versus Joint Ventures.
- 4. Cross Cultural Management.
- 5. Financial Issues Affecting the Multinational Firm.
- 6. Crisis Management for the Multinational Firm.
- 7. International Marketing Strategies.
- 8. Strategic Planning for the Multinational Firm.
- 9. Trading Partners.

### C. REQUIREMENTS

The class is conducted as a seminar in which the student actively participates by sharing knowledge, experience, and ideas. The objective is to think both analytically and intuitively about international business; not to merely cram volumes of technical information. The student is expected to come to class already prepared to discuss, explain and teach the international topics assigned. Reading should be done before coming to class, and most of the technical information learned and assimilated on your own. In a true seminar the students teach themselves with the professor providing guidance examples and direction. The professor has confidence in your abilities to learn international business as true graduate students; and know she will learn much from you.

<u>Grading Method</u>	<u>Points</u>
A. Examination	200
B. Case Presentation	200
C. Group Case Project	300
D. Service	100
E. Participation	<u>200</u>
	1000

### V. GRADING POLICIES

#### A. EXAMINATION

1. The examination will utilize essay questions based on all lectures, guest speakers, and all readings.
2. The questions will be given to students in advance so they may study and analyze the subject matter covered.
3. No make-up exam will be given. An in-depth scholarly journal article analysis will be required for students who miss the exam for legitimate reasons.

#### B. CASE ANALYSIS

1. Several cases will be presented for general discussion.
2. Each student group will be responsible for presenting a case in summary form and leading the discussion.
3. The students leading the case discussion will be graded on: 1) presentation of the facts of the case, 2) ability to generate a good discussion and answer questions, 3) identification and understanding of the important international issues presented in the case.
4. The objective is to get the entire class discussing, questioning, and analyzing the issues.

### C. GROUP CASE PROJECT

1. Will include a written strategic business analysis and plan as specified in a case presentation format handout and illustrated in the Power, Gannon, McGinnis and Schweiger book, Strategic Management Skills. Work should be divided equally among group members, and sections identified by the student responsible for their presentation.
2. The case analysis will be graded for content, clarity, comprehensiveness, structure, and overall grammar and style. Please use sections to divide topics.
3. Length should be 7 to 12 pages of text (does not include tables, figures, bibliography, appendices), double spaced on 8½ by 11 inch paper.
4. Students are allowed to solicit information and critiques of their work from other group members to improve their presentations.
5. Students may use library sources, corporate publications, references and interviews.
6. There should be a 1-2 page write-up which summarizes what each student contributed to the project. All group members need to sign this sheet to indicate their agreement with the work produced by each group member. In the margin of the report, the initials of the student primarily responsible for each section of the paper should be noted. If you do not agree with the work listed as done by each student: 1) write a separate statement with facts, dates, and supporting information indicating why not, 2) sign your name, 3) place in a sealed envelope, and 4) put statement in the professors box.

#### How to Maximize Your Grade - Extra Credit

1. After points have been totaled and the final grade for the course determined, additional points may be added to the final grade at the professor's discretion as follows:

<u>Type of Presentation</u>	<u>Quality</u>		
	<u>Excellent</u>	<u>Good</u>	<u>Adequate</u>
1) Corporate (Fortune 500/Major Corp)	10	9	8
2) Small Business	5	4	3
3) Industry Analysis (Library Source)	2	1	0

2. A Corporate or Small Business Presentation requires that the group select a company, gather relevant corporate information from the company or library sources, etc., and interview a responsible company official(s). Documentation of the interview is required (e.g., acceptance letter).



3. An Industry Analysis is a presentation utilizing library resources such as those noted in Chapter 5 of SMS book. It uses the format presented in Chapter 2.

#### D. SERVICE

Service is your contribution to making the class work well. In business as in life, those who give more and do more receive more in terms of knowledge, skills, and relationships. Service includes such activities as:

1. Group Leader - plan, organize, lead, coordinate, and control the efforts of the group. Photostat and distribute materials for group projects, provide notes to students who have missed class, make sure the group functions as a team and all work is turned in on time.
2. Group Accountant - tally points for class grades, distribute grading sheets, assist group leader.
3. Administrator - type and edit group presentation or arrange for professional typing if this is group's preference, edit report, make or arrange for any transparencies, posters or slides used in group presentation. Identify the work prepared by each student on the group projects.
4. Resume Book Coordinator - collect and edit resumes. Work on a committee composed from the members of the groups. Distribute class resumes to corporations, businesses, trade associations, etc.
5. Technical Assistant - obtain and run audio/video equipment, arrange for room for special presentations, arrange for overhead for professor as needed.
6. Guest Speaker Coordinator - arrange for guest speaker voted for by class, write formal invitation and thank-you letters, pick up speaker, provide him/her with any needed materials, equipment, refreshments, etc.
7. Information Specialist - provide useful information to class on relevant jobs, internships, or information relevant to course through handouts.
8. Social Activity Coordinator - plan and organize social gatherings (i.e., party, dinner, etc.) which brings students together with business leaders, alumni or any organization which would advance the interests of the class. Also make arrangements for a graduation or end of the quarter party among class members if the class so desires. All arrangements should be in conformance with Georgia Tech rules and regulations governing such events.

9. Other - To be specified as needed. You can be creative and design your own type of service. You can also do more than one type of service. Points will be awarded for service based on level of service and time involved, as follows:

<u>Description of Service</u>	<u>Points</u>
1. Time consuming and at the excellent level.	81 - 100
2. Time consuming and at the good level. Or non-time consuming at the excellent level.	61 - 80
3. Time consuming at the adequate level. Or non-time consuming at the good level.	41 - 60
4. Non-time consuming at the adequate level.	21 - 40

#### E. PARTICIPATION

1. Groups will be responsible for leading the discussion on the assigned readings. The objective is to get an informative and interesting discussion going among class members, by being able to present ideas, and respond to questions or debate. It is essential that all members of the group analyze and summarize the areas to be discussed.
2. In order to participate, the student needs to be in class therefore class attendance is required. More than two missed classes except for legitimate reasons will result in points deducted from the final grade.
3. Grading will be done by the entire class and the professor on a 50-50 basis.
4. In the rare instance, that a student engages in negative participation points will be deducted.
5. Negative participation is defined as any activity which works to the detriment of the class and prevents or limits the professor or class members from imparting knowledge and ideas, interferes with the professor being able to conduct class, or constrains the equitable and fair treatment of fellow class members. All points will be lost for the session in which negative participation occurs, based on the professor's judgment. Further disciplinary actions may accompany negative participation, such as failure of the course and notation in the student's record.
6. Specific examples of negative participation include:
  - a. Cheating, plagiarism, theft of exam or materials, facilitating academic dishonesty

- b. Falsification, misrepresentation of any information
- c. Any activity which violates the Academic Code of Conduct
- d. Behavior that is disruptive
  - 1) Rudeness to classmates or professor.
  - 2) Excessive talking when professor or classmate is speaking.
  - 3) Attempting to monopolize class time.
  - 4) Any other form of disruptive behavior.

Please Note: If you cheat, falsify or steal, you FLUNK this course.

SYLLABUS

<u>Date</u>	<u>Topic</u>	<u>R&amp;S</u>
Mar 29	Introduction	
31	International Trade	1, 2, 3
Apr 5	The framework for International Transactions (Resumes Due)	7
7	The Federal Reserve: Dr. Jeffrey A. Rosensweig	5, 6
12	Licensing vs. Joint Ventures: John Gornall	8, 12
14	Case: Picard	Case
19	International Finance: Dr. David C. Ewert	4, 14
21	Case: Kentucky Fried Chicken	Case
26	Case: Union Carbide	15, Case
28	International Crisis Management: Mr. R.S. Wishart	16
May 3	Cross Cultural Management	17
5	Forecasting for the Multinational Firm (Free, Review 14)	
10	Exam	
12		
17	International Marketing Strategies	18
19	International Marketing: Dr. Richard Halpern	
24	Trading Partners	9, 10, 11
26		
31	Strategic Management of the Multinational Firm (Group Case Projects Due)	12, 13
Jun 2		

Note: The syllabus may change because of guest speakers as well as the interests of the students. Any student taking this course needs to be highly flexible and should expect change because of the course's format. Several blanks have been included in the syllabus to ensure that guest speakers can be accommodated if their plans change, and to allow the class input in determining the inclusion of special topics or interests.

SPEAKERS FOR MGT 6180A

<u>TOPICS</u>	<u>SPEAKER</u>
International Crisis Management	Mr. R.S. (Ron) Wishart (April 28) Senior Vice President for Public Affairs Union Carbide Danbury, CONN
International Marketing Adapting Product Market Strategy to Foreign Markets	Dr. Richard Halpern (May 19) Director of Advertising Research The Coca Cola Company Atlanta, GA
International Law Licensing vs. Joint Ventures	Mr. John Gornall (April 12) Attorney-at-Law Powell, Goldstein, Frazer & Murphy Atlanta, GA
International Finance	Dr. David C. Ewert (April 19) Director Executive MBA Program Professor of Finance College of Business Administration Georgia State University Atlanta, GA
The Federal Reserve Monetary Policy and Exchange Rates	Dr. Jeffrey A. Rosensweig (April 7) Economist The Federal Reserve Bank of Atlanta Atlanta, GA
Initiating a High Tech Export Program	Mr. R. Don Day Sales Manager for International Operations Satellite Communications Division Scientific Atlanta Atlanta, GA
The Japanese Market Developing a Joint Venture	Ms. Betsey P. Bent Direct Marketing and Business Development Mead Packaging International Atlanta, GA

MGT 8403J

THE FUNCTIONS OF THE MANAGER IN GLOBAL BUSINESS

Instructors: Mr. Richard Handal, Mr. Robert Broadwater,  
Professor Roderick O'Connor

Course Objective:

This experimental course has a dual purpose:

- To provide a structured course of readings and case studies which, if mastered, will assure the student a basic knowledge of the activities of multinational firms in our contemporary business world.

Course Description:

The case method of instruction will be the basic format of the course. Students must be prepared to present and defend their analyses of the cases during class periods.

Course Grade:

The course grade will be based on:

- |                                   |     |
|-----------------------------------|-----|
| -Regular attendance and           |     |
| participation in class discussion | 20% |
| -Mid-term examination             | 40% |
| -The Term Project                 | 40% |

Text:

No standard text has been chosen for this experimental course. Rather a compendium of reading has been collected.

Class readings will serve as the basis for class discussions and examinations. (First week: Readings will be distributed in class)

Note: Titles below refer to chapter titles in the compendium of reading and are located on the class date title page.

Cases:

Taken from Harvard Business School cases and standard textbooks on multinational business. The student should be prepared to discuss the case and when required to make a recommendation on what is to be done.

## Classes and Topics:

- Jan. 5: Introduction to the course  
Prof. Roderick O'Connor  
Mr. Dick Handal  
Mr. Bob Broadwater  
Distribution of Jan. 7 readings and case  
Distribution of course materials.
- Jan. 7: Class readings (CR)  
-Robock and Simmonds  
Chapter 1 - The field of international business  
2 - Patterns of international business  
Case:  
-Foreign Money, U.S. Fears (New York Times)  
(Class to advance reasons for the U.S. Govt. to collect more information from foreign investors)
- Jan. 12: CR  
-Robock and Simmonds  
Chapter 3 - International business theories  
Case:  
-Igloos versus fastbacks
- Jan. 14: CR  
-Fred M. Taylor and Oscar Lange  
The guidance of production in a socialist state  
-Timothy J. Smith  
Descriptive Analysis of General Secretary Mikhail Gorbachev's speech "On Restructuring of Economic Management."
- Jan. 19: CR  
-Michael E. Porter, "COMPETITION in Global Industries"  
Chapter 1 - A Conceptual Framework  
Case:  
Beckton Dickinson Supplies, Inc.
- Jan. 21: CR  
-Michael E. Porter, "COMPETITION in Global Industries"  
Chapter 4 - Three roles of International Marketing in Global Strategy  
Case:  
Kenics Corporation (HBS)
- Jan. 26: CR  
-Yoshi Tsurumi - MULTINATIONAL MANAGEMENT  
Chapter 15 - Multinational Firms and Political Risk  
-Louis T. Wells, Jr. - Social cost/benefit analysis for MNC's  
-Louis T. Wells, Jr. - Negotiating with Third World governments
- Jan. 28: MIDTERM EXAM

Feb. 2: CR

-Yoshi Tsurum: MULTINATIONAL MANAGEMENT  
Chapter 11 - Comparison of American and Japanese Corporate Culture

Cases:

-Coca-Cola Industry A(Japan) (HBS)  
-Sanyo Manufacturing Corporation - Forrest City, Arkansas

Feb. 4: CR

-Germany's World Class Industrial Competition  
-Guest Lecturer - Mr. Klaus Putter - Retired Exec. V.P.  
The Coca-Cola Company - Previously Pres.  
Coca-Cola GmbH. (Germany)

Feb. 9: CR

-Yoshi Tsurum - Multinational Management  
Chapter 13 - International Transfer of Technology  
-Fumio Kodama - Technological Diversification of Japanese Industry (Science)  
-Joseph Needhan - The Shorter Science and Civilization in China Vol.I  
Chapter 7 - Confucianism.

Feb. 11: CR

-Michael E. Porter - COMPETITION in Global Industries  
Chapter 3 - Coordinating International Manufacturing  
-A Practitioner's Guide to Export Controls

Case:

-Technology transfer: The Cyber 76

Feb. 16: CR

-James C. Abegglen and George E. Stalk, Jr. - Kaisha - The Japanese Corporation  
Chapter 9 - The Foreign Company in Japan  
-Office of The United States Trade Representative  
Foreign Trade Barriers

Feb. 18: CR

-Paul R. Gregory and Robert C. Stuart - Soviet Economic Structure and Performance  
Chapter 5 - How the Soviet Economy Operates  
Planning and Pricing

Case:

-Countertrade and Merban Corporation

Feb. 23: CR

-Michael E. Porter - COMPETITION in Global Industries  
Chapter 14 - Entry of foreign Multinationals into U.S. Manufacturing Industries.

Case:

-YKK (Yoshida Kogyo KK)

Feb. 25: CR - None

-Formal proposal by teams of their research project

March 1: CR - None

-Non-formal Presentation of research



## Appendix C

### Initial Results of the Questionnaire

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**International Trade vs. Type of Small High-Tech Business**

	Involved in International Trade	Not involved in International Trade <sup>e</sup>	Total
Manufacturing	20	18	38 (57%)
Software	9	19	28 (42%)
Both	1	0	1 (1%)
Total	30 (45%)	37 (55%)	

TABLE 2

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**Market Posture vs. Type of Small High-Tech Business**

	Market Leader	Market Challenger	Market Follower	Niche
Manufacturing	4	15	0	17
Software	2	7	0	18
Both	0	0	0	1

TABLE 3

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**Life Cycle of Primary Product vs. Type of Small High-Tech Business**

	Introductory	Growth	Maturity	Decline
Manufacturing	14	17	6	0
Software	5	16	7	0
Both	0	1	0	0

TABLE 4

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**Avenues of International Expansion in which the Firm Has Interest**
**FIRMS ENGAGED IN INTERNATIONAL BUSINESS**

Type of Business	Manufacturing	Software	Total
Being a Licensee (Rights to make a foreign firm's product in the US)	0	0	0
Being a Licensor (Rights for a foreign firm to make your product overseas)	3	2	5
Joint Venture with a Foreign Firm	4	1	5
Direct Exporting	10	3	13
No Response	3	3	6

**FIRMS NOT ENGAGED IN INTERNATIONAL BUSINESS**

Type of Business	Manufacturing	Software	Total
Being a Licensee (Rights to make a foreign firm's product in the US)	3	0	3
Being a Licensor (Rights for a foreign firm to make your product overseas)	1	4	5
Joint Venture with a Foreign Firm	2	7	9
Direct Exporting	7	2	9
No Response	5	6	11

 TABLE 5
 

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### Reasons That Firms Have Not Gone International

Type of Business	Manufacturing	Software	Total
8 More concern with developing domestic markets	13	0	21
Don't have the knowledge required	1	2	3
Not interested	2	1	3
Profitability is too low	0	2	2
Don't have the staff required	0	1	1
Don't know where to start	0	1	1
Other	0	4	4
No Response	2	0	2

There is too much risk in international trade

Don't have the production capacity

Don't have the necessary capital

The financial aspects are too complicated

Can't compete

Not sure why

Never seriously considered international trade

No firms selected these reasons

TABLE 6

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**Mean factor scores for Domestic and International firms**

	Domestic Firms n=26	International Firms n=24
Short term financial management, long term strategies	0.2	-0.2
Young, aggressive, cost conscious	-0.3*	0.3*
Demanding, stressful competitive environment	-0.1	0.1
Many changes in customers & products	0.0	-0.1
Pre-entry market awareness	0.3**	-0.3**
Technologically complex, dynamic industry	0.0	0.0
Differentiated products, strategic awareness	0.0	0.0
Proprietary rights	0.0	0.1
Niche position short-term objectives	-0.2	0.2
Broad product line of established items	-0.1	0.1
Low price position	0.1	-0.2
Short-term management of specialized products	-0.1	0.1
Subjective Performance	3.5 (n=36)	3.3 (n=30)
Quintile of Sales Growth	3.2 (n=23)	3.0 (n=17)

\*There was a significant difference in mean response for the factor "Young aggressive, etc." (p=.04)

\*\*There was a significant difference in mean response for the factor "Pre-entry Awareness" (p=.03)

TABLE 7

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